



2016 – 2019 CITY OF LONDON STRATEGIC MULTI-YEAR BUDGET

ADDITIONAL INVESTMENTS BUSINESS CASE #11

STRATEGIC AREA OF FOCUS:	LEADING IN PUBLIC SERVICE
SUB-PRIORITY:	EXCELLENT SERVICE DELIVERY
STRATEGY:	DELIVER GREAT CUSTOMER EXPERIENCES TO RESIDENTS, BUSINESSES AND VISITORS
INITIATIVE:	SERVICE LONDON IMPLEMENTATION PLAN
INITIATIVE LEAD(S):	LYNNE LIVINGSTONE
SERVICE(S):	SERVICE LONDON (CUSTOMER RELATIONS)

TOTAL 2016 – 2019 INVESTMENT REQUESTED (\$000'S): \$5,863

TOTAL 2016 – 2019 NET BUDGET REQUESTED (\$000'S): \$3,125*

* Initiative to be partially financed by debt and the Efficiency, Effectiveness & Economy (EEE) Reserve.

WHAT IS INCLUDED IN THE BASE BUDGET?

Base Budget Summary:

Council’s Strategic Plan identifies ‘Leading in Public Service’ as a strategic area of focus. This strategic area of focus includes the strategy ‘excellent service delivery’ under which the Service London Implementation Plan is referenced.

Service London is a transformational initiative aimed to enhance and improve the delivery of customer services and experiences at the City of London by developing integrated service channels (online, telephone, in person) and placing customers at the centre of service planning and delivery.

The one-time funding allocated to Service London in 2012 (\$2.3M) has been sufficient to sustain the implementation of the Plan into 2016. However, given the significance of Service London, this business case seeks to establish permanent funding for Service London. In order to benefit from the work done from 2012-2015, we need to continue to strategically invest in our customer service channels (online, telephone, in person).

BASE BUDGET METRICS	2015	2016	2017	2018	2019
Number of clients supported through Service London Business	1,000	0	0	0	0
Customer satisfaction with overall quality of service delivery	87%	N/A	N/A	N/A	N/A
Customer satisfaction with accessibility of services	85%	N/A	N/A	N/A	N/A
Customer satisfaction with time it takes to receive services	79%	N/A	N/A	N/A	N/A
Customers who received needed service or support	60%	N/A	N/A	N/A	N/A

Note: Although Service London will still be ongoing in early 2016, should the funding request not be approved, the operation would begin winding down and would be fully discontinued by the end of 2016.

WHAT INVESTMENT IS REQUIRED FROM PROPERTY TAX?

TAX LEVY IMPACT (\$000'S):	2016	2017	2018	2019	2016-2019 TOTAL	2020-2025
Net Requested Tax Levy <small>(Cumulative)</small>	101	798	1,065	1,161	3,125	8,818
Net Incremental Tax Levy	101	697	267	96		
Annual Tax Levy Impact	0.02%	0.13%	0.05%	0.02%		

Note: Debt servicing costs would be realized as follows: Total 2016-2019: \$598 thousand and 2020-2025: \$3.1 million.

INITIATIVE DELIVERABLES

A. Link to Strategic Plan

The City's mission is to be "At Your Service: A respected and inspired public service partner, building a better city for all." This mission statement reflects our commitment to improving the way we deliver customer services.

Council's 2015-2019 Strategic Plan identifies 'Leading in Public Service' as a strategic area of focus. This strategic area of focus includes the strategy 'excellent service delivery' under which the Service London Implementation Plan is referenced.

B. Strategic Context

What is driving the change?

Accessing services is one of the most important ways that citizens interact with government. Excellent customer service builds trust and demonstrates that the City is dedicated to serving residents, businesses and visitors.

We know that our customers' expectations are changing. Customers expect the same 24/7, personalized and convenient access to government services as they experience in the private sector.

At the same time, governments are having to do more with less, so we need to find more efficient ways to deliver services. Service delivery is the most expensive thing that the City does as an organization. Service London is a transformative initiative that allows us to address these challenges.

In May 2011, Service London was established as one aspect of the City of London's commitment to being 'At Your Service.' The Service London Implementation Plan was endorsed by Council in December 2012. This plan was a roadmap for the City of London to transform the way we deliver services by focusing on customers and modernizing our three main service channels: online, telephone and in person.

Business Outcomes

Service London is about “**Delivering value through integrated customer centered service.**” This means that we want to deliver services that are important to citizens in a way that is focused on their needs (“citizen centered”). Our customers want services to be delivered in a way that is easy for them. There should be “no wrong door” to access City of London services.

Service London Results - we are committed to providing customer service and experiences that are:

Simple – services that are timely and easy to access

Seamless – effective integration between service areas and organizations

Personalized – delivery is customized, engaging and proactive

Accountable – results are efficient, consistent, reliable and accurate

We will know we are successful when these words describe the experience of our customers.

C. 2016-2019 Business Case

In order to achieve outcomes as noted above, we need to continue our efforts to transform the way we deliver customer services. This means focusing on the needs of customers and modernizing our three main service channels: online, telephone, in person.

We want our customers to have the ability to access as many of our services as possible through the channel of their choice. We need to integrate these service channels so that customers can expect the same great service regardless of the channel they choose to access.

As business strategies and objectives evolve to accommodate the changing needs of customers, new technologies must be implemented to ensure easy access to City services.

Initiative Deliverables

Operating funding will be required to:

- Establish a permanent Service London Office, including Service London Business
- Support ongoing licensing and maintenance costs associated with the Customer Relationship Management (CRM) software system
- Support streamlining of corporate phone system, including the implementation of service standards and the launch of single number access for all municipal services

The capital funding continues to be focused on modernizing and integrating our customer service channels (online, telephone, in person). These include:

- Customer Relationship Management (CRM) hardware, software and continued implementation in high priority services areas
- Leverage other key technology initiatives and build integration between CRM and other key enterprise systems
- Develop and launch online self-service portal
- Renovate the Lobby (Election Office) to continue to improve the customer experience for residents, businesses and visitors
- Implement the Service London Counter Strategy, including two district-level counters

Appendix A articulates a detailed overview of the key annual deliverables and outcomes resulting from this investment.

CUMULATIVE OPERATING BUDGET (\$000'S):	2016	2017	2018	2019	2016-2019 TOTAL	2020-2025
Expenditure	701	705	851	870	3,127	5,688
Source of Funding:						
Grants						
User Fees						
Savings from Existing Budget						
Other – EEE Reserve	600				600	0
Net Tax Levy	101	705	851	870	2,527	5,688
Additional Full-time Equivalents	4	0	2	0	6	1

CUMULATIVE CAPITAL BUDGET (\$000'S):	2016	2017	2018	2019	2016-2019 TOTAL	2020-2025
Expenditure	780	996	610	350	2,736	3,405
Source of Funding:						
Debt	780	996	610	350	2,736	3,405
Reserve Fund						
Other						
Capital Levy						

Note: Debt servicing costs would be realized as follows: Total 2016-2019: \$598 thousand and 2020-2025: \$3.1 million.

METRICS <small>(CUMULATIVE CHANGES)</small>	2016	2017	2018	2019
Number of clients supported through Service London Business	1,300	1,400	1,500	1,600
Customer satisfaction with overall quality of service delivery	88%	89%	90%	91%
Customer satisfaction with accessibility of services	86%	87%	88%	89%
Customer satisfaction with time it takes to receive services	80%	81%	82%	83%
Customers who received needed service or support	67%	69%	71%	73%

Note – Customer Effort Score metric will be added in 2016 to measure the perceived effort required by a customer to access service and will be measured annually.

WHAT ARE THE RISKS OF NOT PROCEEDING?

If the Service London initiative is not supported, it will impact the City of London’s ability to achieve our mission to be ‘At Your Service: A respected and inspired public service partner, building a better city for all.’ This will specifically impact two strategies noted within the Strategic Plan: (1) Support small businesses by improving City processes; and, (2) Deliver great customer experiences to residents, businesses and visitors. It will also impact our drive to make the City a more citizen centred organization, delivering customer services and experiences that are simple, seamless, personalized and accountable.

Some other specific risks include:

- 1** Inability to implement Customer Relationship Management System beyond Phase Two. Future investments into the system including licensing, maintenance, upgrades, training and other enhancement efforts to the system will cease. This will have a negative effect on current users and our ability to consistently and efficiently manage service requests.
- 2** Self-service portal will not be implemented.
- 3** Delayed timing and lack of capacity to continue streamlining phone system and launch single number access.
- 4** Lower customer satisfaction scores.
- 5** Reduced level of service for start-up, small and medium-sized business customers in 2016. Service London Business will not continue beyond 2016.

OTHER INFORMATION TO REFER TO

Achievements

There have been significant achievements since the establishment of Service London. Some of the highlights include:

- The new london.ca was launched in 2013, providing enhanced search and navigational features, better content and mapping
- The first Service London counter was launched in 2014, providing a more welcoming, vibrant and customer-focused space, and offering enhanced services for all customers
- Service London Business was launched in 2014. This initiative is focused on improving the customer experience and reducing 'red tape' for our start-up, small and medium-sized entrepreneurs. Highlights include the introduction of Starter Guides for high volume customer segments and the creation of a Business Connector position. This position is dedicated to improving the in-person experience by acting as the first point of contact for business customers, and providing navigational support and guidance.

Additional information on the 2012-2015 achievements:

Reports to Strategic Priorities and Policy Committee,

October 29, 2012 (Agenda Item #5), <http://sire.london.ca/mtgviewer.aspx?meetid=380&doctype=AGENDA>

December 4, 2012 (Agenda Item #2), <http://sire.london.ca/mtgviewer.aspx?meetid=404&doctype=AGENDA>

December 16, 2013 (Agenda Item #3), <http://sire.london.ca/mtgviewer.aspx?meetid=607&doctype=AGENDA>

April 14, 2014 (Agenda Item #2), <http://sire.london.ca/mtgviewer.aspx?meetid=677&doctype=AGENDA>

April 13, 2015 (Agenda Item #2), <http://sire.london.ca/mtgviewer.aspx?meetid=880&doctype=AGENDA>

Reports to Corporate Services Committee,

August 26, 2014 (Agenda Item #27), <http://sire.london.ca/mtgviewer.aspx?meetid=740&doctype=AGENDA>

November 3, 2015 (Agenda Item #3), <http://sire.london.ca/mtgviewer.aspx?meetid=1027&doctype=AGENDA>

Appendix A

Service London - Deliverables and Annual Outcomes

Channel Strategy

A key element of Service London is our channel strategy. Technology has increased the number of government contact points, resulting in more choice for citizens on how they interact with government. The objective is to allow customers to have the ability to access as many City services as possible via the channel that is most convenient for them, and have a positive, consistent experience across all channels.

The Digital Experience

The City's website is our fastest growing service channel, with increasing traffic each year. The website, along with other digital channels such as social media and mobile applications are desired channels because of convenience and 24/7 access. For these reasons, improving the digital experience is a top priority. This includes: improving access to information, increasing the availability of e-services and enhancing mobile technology and social media.

The Telephone Experience

The City receives between 500,000 and 750,000 phone calls each year from customers seeking information or services. The focus of this channel is to streamline the phone system and move to single number access for all non-emergency municipal services. This will be done through a virtual/decentralized call centre which will be supported by Customer Relationship Management (CRM) software. This software will manage all interactions with customers by creating, assigning and tracking customer requests.

The In Person Experience

The majority of City services are accessed over the counter with in person visits, the most expensive customer service channel. Currently, each service location offers individuals a unique range of services, resulting in customers often needing to visit multiple locations. The focus of this channel is to provide access to a broader range of information and services at more locations, working toward one-stop access for as many services as possible.

Service London Plan 2016-2019

The proposed Service London Plan, 2016-2019, outlines the key activities required to continue our drive to transform the service experience at the City of London and deliver customer service and experiences that are simple, seamless, personalized and accountable.

Appendix A (cont'd)

Service London - Deliverables and Annual Outcomes

2016 – Leveraging Momentum

Work in 2016 will be focused on leveraging the strategic investments and groundwork completed in previous years:

- Establish a permanent Service London Office
- Leverage and build upon the successes of the Service London Business pilot. Continue to improve content and documentation available through Starter Guides and Consolidated Application Packages. Build and maintain collaborative working relationships with our partners
- Extend Customer Relationship Management (CRM) solution to additional high priority areas. Roll-out mobile CRM access for key internal stakeholders. Introduce service level agreements for common service requests
- Ensure alignment with other corporate technology initiatives, including integration (where applicable)
- Continue to streamline the City's phone system through the use of CRM and the implementation of service standards to ensure consistency and reduce wait times
- Implement single number access for all non-emergency services (661-CITY)
- Launch first phase of self-service (citizen) portal, allowing citizens to submit common complaints and inquiries online
- Begin to implement Service London Counter Strategy, increasing access to information and services at all customer service counters
- Convene a citizen panel comprised of a representative sample of Londoners to provide input and feedback on current and future Service London activities
- Continue annual customer surveys and reports, tracking progress and identifying areas of improvement as well as achievements

Appendix A (cont'd)

Service London - Deliverables and Annual Outcomes

2017 – Building on Success

Work in 2017 will continue to build on the success of the initiative:

- Incorporate customer segmentation and journey mapping into service planning and design initiatives
- Through Service London Business, continue to develop a more customer centric service model for business customers. Explore opportunities to collaborate with partner agencies to integrate services and access to information
- Continue to extend Customer Relationship Management (CRM) solution to additional high priority areas. Leverage other corporate technology projects to deliver better outcomes for staff and customers
- Build on the foundational work of the self-service portal. Continue to enable additional features and functionality
- Continue to streamline the City's phone system through the use of CRM and the implementation of service standards to ensure consistency and reduce wait times. Align efforts with Phone System Upgrade project
- Implement second phase of Counter Strategy, including enhancements to City Hall Lobby to augment service experience for business customers
- Continue to establish a culture of service excellence throughout the organization. Celebrate examples of success
- Conduct annual customer survey and publish report on customer service. Continue to track changes over time and identify improvement opportunities

2018 – Transforming Service Design and Delivery

Work in 2018 will be focused on:

- Ensure services are integrated, consistent and meet the needs of our customers. Monitor and measure customer effort and satisfaction
- Continue to explore additional opportunities to improve the customer experiences for residents, businesses and visitors
- Complete final extension of Customer Relationship Management (CRM) solution. Continue to use CRM as a data collection and management decision-making tool

Appendix A (cont'd)

Service London - Deliverables and Annual Outcomes

- Enhance self-service portal functionality and allow for consistent and seamless transition and navigation between channels
- Leverage technology investments to increase our ability to resolve customer inquiries and requests at the first point of contact. Measure quality and accuracy of response through all channels
- Proposed opening of first 'District Level' Service London Counters, with multiple service offerings (access to experts, ability to: pay, register, initiate a service request, request information)
- Conduct annual customer survey and publish report on customer service. Continue to track changes over time and identify improvement opportunities

2019 – Achieving Service Excellence

Work in 2019 will optimize the activities and actions made to date:

- Continually assess and evaluate our customer access points, ensuring access is easy, needs are met and wrap-around service is provided
- Use Customer Relationship Management (CRM) to increase organizational efficiency and support decision making and service design
- Fully utilize the power and potential of our digital investments. The most common City services are available through any channel , allowing for consistent service and seamless transition and navigation between channels
- Implement final phase of Counter Strategy, ensuring consistent access to information and services and meeting the needs of our community
- Continue to establish a culture of service excellence throughout the organization. Celebrate examples of success
- Conduct annual customer survey and publish report on customer service. Continue to track changes over time and identify improvement opportunities